

## Arizona CTE Career Preparation Standards Framework for BUSINESS MANAGEMENT AND ADMINISTRATIVES SERVICES

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This is a summary of changes made to the program framework dated January 2006. Workplace Standards 1 through 18; 20-25 will be addressed separately. Other changes to the original framework are outlined below:

- Standard 19 has been renamed **Standard A**. The measurement criteria listed under the standard have been renumbered (1-9).

The word **Develop** has been replaced with **Interpret** in measurement criteria 19.1-19.4.

The word **Demonstrate** has been replaced with **Describe** in measurement criteria 19.6.

The word **Manage** has been replaced with **Identify**, and the word **issue** has been added to measurement criteria 19.9.

- Standard 26 has been renamed **Standard B**. The measurement criteria listed under the standard have been renumbered (1-8) with no deletions or additions.
- Standard 27 has been renamed **Standard C**. The measurement criteria listed under the standard have been renumbered (1-4).

Measurement criteria # 4 has been added to Standard C:

**4. Solicit and use feedback.**

- Standard 28 has been renamed **Standard D**. The measurement criteria listed under the standard have been renumbered (1-7) with no deletions or additions.
- Standard 29 has been renamed **Standard E**. The measurement criteria listed under the standard have been renumbered (1-5) with no deletions or additions.
- Standard 30 has been renamed **Standard F**. The measurement criteria listed under the standard have been renumbered (1-4).

The word **Evaluate** has been replaced with **Assess** in measurement criteria 30.

Measurement criteria # 8 has been added.

**8. Explain discipline and dismissal procedures.**

- Standard 31 has been renamed **Standard G**. The measurement criteria listed under the standard have been renumbered (1-7) with no deletions or additions.
- Standard 32 has been renamed **Standard H**. The measurement criteria listed under the standard have been renumbered (1-7) with no deletions or additions.
- Standard 33 has been renamed **Standard I**. The measurement criteria listed under the standard have been renumbered (1-5) with no deletions or additions.
- Standard 34 has been renamed **Standard J**. The measurement criteria listed under the standard have been renumbered (1-6) with no deletions or additions.

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<b>STANDARD A -- DEMONSTRATE BUSINESS AND FINANCIAL MANAGEMENT PRACTICES NEEDED FOR ENTREPRENEURS</b>	
<b>1</b>	Interpret a budget based on an enterprise's business plan
<b>2</b>	Interpret an income statement for an enterprise
<b>3</b>	Interpret a balance sheet for an enterprise
<b>4</b>	Interpret a cash flow statement for an enterprise
<b>5</b>	Interpret financial information for decision making and planning
<b>6</b>	Describe an understanding of risk management
<b>7</b>	Analyze available banking services
<b>8</b>	Describe the impact of quality business communications on the success of an organization
<b>9</b>	Identify customer relations issues
<b>STANDARD B -- DEMONSTRATE MARKETING CONCEPTS</b>	
<b>1</b>	Explain marketing terminology and concepts (target market, marketing mix/4Ps, customer satisfaction, eCommerce, market segmentation, etc.)
<b>2</b>	Analyze internal and external markets
<b>3</b>	Explain the difference between product and service-based marketing
<b>4</b>	Explain a marketing plan
<b>5</b>	Predict how changes in sales volume, unit costs and unit sales pricing affect net income
<b>6</b>	Describe how businesses compete for market share in identified markets
<b>7</b>	Explain the impact marketing research has on the success of a business

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<b>8</b>	Use desktop publishing to design and print a flier to market a product or service
<b>STANDARD C -- DETERMINE PERSONAL RESPONSIBILITY AND ACCOUNTABILITY ACTIVITIES CONSISTENT WITH ESTABLISHED ORGANIZATIONAL GOALS</b>	
<b>1</b>	Set short- and long-term goals for assigned areas of responsibility/accountability
<b>2</b>	Plan and organize work
<b>3</b>	Monitor and adjust performance
<b>4</b>	Solicit and use feedback
<b>STANDARD D -- DEMONSTRATE GENERAL MANAGEMENT PRACTICES</b>	
<b>1</b>	Explain management terminology and concepts (total quality management, planning, organizing, coordination, leadership, etc.)
<b>2</b>	Compare and contrast vertical and horizontal management structures in organizations
<b>3</b>	Explain the role of top, middle, and supervisory levels of management
<b>4</b>	Apply management principles to projects
<b>5</b>	Develop management objectives
<b>6</b>	Plan physical space utilization
<b>7</b>	Explain how ergonomics impacts the productivity of the workforce
<b>STANDARD E -- DEMONSTRATE ADMINISTRATIVE AND COMMUNICATION FUNCTIONS</b>	
<b>1</b>	Create organizational and departmental charts based on functions
<b>2</b>	Conduct task analyses
<b>3</b>	Manage various reports, records, and files using appropriate methods and technologies

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These technical knowledge and skill standards were validated by a Skill Standards Validation Committee on February 27, 2008, and used in the adaptation, adoption, and development of test items for pilot testing in Spring 2008.

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<b>4</b>	Communicate organizational policies and procedures using appropriate methods and technologies
<b>5</b>	Perform managerial reporting duties
<b>STANDARD F -- DEMONSTRATE HUMAN RESOURCE MANAGEMENT FUNCTIONS</b>	
<b>1</b>	Analyze current and future staffing needs of a business
<b>2</b>	Develop job descriptions for an organization
<b>3</b>	Utilize appropriate mediums to identify candidates for available positions
<b>4</b>	Explain the selection process of candidates
<b>5</b>	Orient new employees to an organization and the job
<b>6</b>	Monitor employee performance
<b>7</b>	Assess employee performance
<b>8</b>	Explain discipline and dismissal procedures
<b>STANDARD G -- PERFORM GENERAL OFFICE MANAGEMENT FUNCTIONS</b>	
<b>1</b>	Identify analytical and statistical tools (PERT, GANTT) used in project planning
<b>2</b>	Analyze and prioritize needs of an organization
<b>3</b>	Determine quality measures and countermeasures
<b>4</b>	Develop project plans and timelines
<b>5</b>	Schedule employee work assignments
<b>6</b>	Monitor project progress with management reporting system

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7	Adjust action based upon collection and analysis of project data and records
<b>STANDARD H -- USE ACCOUNTING INFORMATION TO MAKE BUSINESS DECISIONS</b>	
1	Identify accounting principles and procedures that affect business decisions
2	Evaluate and process account receivables for an organization in regard to an organization's goals
3	Evaluate and process account payables for an organization in regards to an organization's goals
4	Evaluate and process purchases for an organization
5	Analyze and prepare budgets for an organization
6	Apply accepted accounting principles and procedures to an organization's payroll
7	Prepare and process payroll documents, checks, and records for an organization
<b>STANDARD I -- PERFORM FINANCIAL ANALYSES TO MAKE BUSINESS DECISIONS</b>	
1	Interpret data on financial statements (income statement, balance sheet, cash flow statement, net worth statement)
2	Prepare comparative (actual vs. budgeted) income statements
3	Prepare cost and revenue analyses
4	Forecast financial growth based upon organization's future
5	Prepare a presentation to demonstrate decisions based upon financial data analysis, accounting practices, the organization's vision, and business plan
<b>STANDARD J -- USE COMPUTERIZED INFORMATION SYSTEMS AND TECHNOLOGY</b>	
1	Explain information technology terms and concepts (networking, local area network, multimedia, software, etc.)
2	Utilize appropriate hardware and software to generate business communications and reports (word processing, spreadsheet, database, graphics, etc.)

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<b>3</b>	Use electronic communications, project management and scheduling software
<b>4</b>	Use multimedia software to generate presentations and reports
<b>5</b>	Research business issues using electronic mediums (Internet, Intranet, etc.)
<b>6</b>	Demonstrate an understanding of an automated accounting system